MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2019/2020

BMG1614 – MANAGEMENT

18 OCTOBER 2019
9.00 a.m. – 12.00 p.m.
(3 Hours)

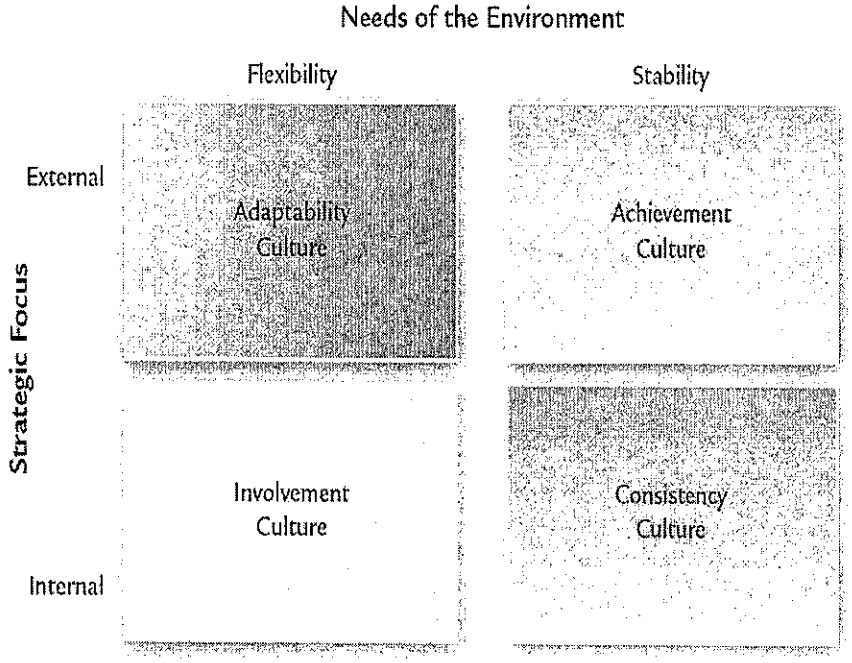
INSTRUCTIONS TO STUDENT

1. This question paper consists of **FOUR (4)** printed pages excluding the cover page.
2. Answer **ALL** the questions.
3. Marks are shown at the end of each question.

ESSAY QUESTIONS (100 MARKS)
INSTRUCTION: ANSWER ALL QUESTIONS

QUESTION 1

a)



SOURCES: Based on D. R. Denison and A. K. Mishra, "Toward a Theory of Organizational Culture and Effectiveness," *Organization Science* 6, no. 2 (March–April 1995): 204–223; R. Hooijberg and F. Petrock, "On Cultural Change: Using the Competing Values Framework to Help Leaders Execute a Transformational Strategy," *Human Resource Management* 32, no.1 (1993): 29–50; and R. E. Quinn, *Beyond Rational Management: Mastering the Paradoxes and Competing Demands of High Performance* (San Francisco: Jossey-Bass, 1988).

Figure 1.1 Matrix of Organizational Culture

A significant influence on internal corporate culture is the external environment. The internal corporate culture should also embody what it takes to succeed in the environment. The right fit between culture, strategy, and the environment is associated with four categories of culture. Referring to Figure 1.1, identify and explain **TWO (2)** types of organizational culture. (10 marks)

b) Managers have complex jobs that require a range of abilities and skills. Define the skills necessary for performing a manager's job. Provide examples for each. (10 marks)

(Total: 20 marks)

Continued...

QUESTION 2

a)

ETHICAL QUESTIONS GUIDE FOR MANAGERS

What's in for me?

What decision would lead to the greatest good for the greatest number?

What rules, policies, or social norms apply?

What are my obligations to others?

What will be the long-term impact for myself and important stakeholders?

Figure 1.2: List of Ethical Questions

The above figure (Figure 1.2) shows some of the relevant questions that can be answered by the manager as a guide to help resolve ethical dilemmas. Discuss **TWO (2)** of the approaches that can be used as the basis of ethical decisions. Support the discussion by providing a real-world example of each approach. (10 marks)

b) Resistant to change is happening because people in the organization believes that the new things are conflicted with their self-interests. Discuss FOUR (4) of the strategies that the organization could take to manage the resistant to change. (10 marks)

(Total: 20 marks)

QUESTION 3

a)

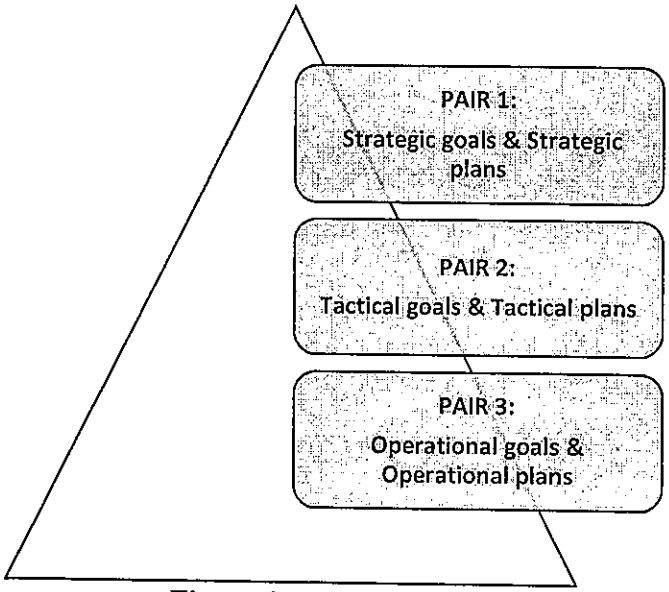


Figure 1.3: Goals and Plans

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The overall planning process dictates the managers not just thinking merely in terms of day-to-day activities. While a goal is a desired future circumstance or condition that the organization wants to realize, a plan is a blueprint that specifies the resource allocations, schedules and other actions necessary for attaining goals. Choose and demonstrate **TWO (2)** of the above pair of goals and plan (Figure 1.3). (10 marks)

b) Determine any **FIVE (5)** factors that are associated with less supervisor involvement and thus larger spans of control. (10 marks)

(Total: 20 marks)

QUESTION 4

In June 2016, Dwayne 'The Rock' Johnson is planning for the upcoming launch of an endeavor that is a first for a Hollywood actor with superstar status—a digital channel. The channel (named "Seven Bucks Digital Studios") will be a new part of film and television production company Seven Bucks Productions, which Johnson co-owns with his business partner and former wife, Dany Garcia. Under Garcia's guidance, Johnson has made a successful transition from being a top wrestler with World Wrestling Entertainment to also climbing the ranks in Hollywood, becoming one of its most bankable and highest-paid actors. The two stand out for pursuing an ambitious slate of projects as producers as well, making Seven Bucks Productions a force to be reckoned with in the world of entertainment. Are Johnson and Garcia right to bet on a new digital channel, which is scheduled to make its debut on YouTube in the next month, and do they have the best approach to making that channel a success? ....

Source: Elberse, Anita. "Dwayne 'The Rock' Johnson." Harvard Business School Case 517-059, October 2016. (Revised April 2019.)

a) Dwayne Johnson, being a Hollywood celebrity, is using his power tactics to influence the audience. Based on the above case, choose the source of power used by Dwayne to gain popularity for his new digital channel. Justify your answer. (3 marks)

b) Leaders often use a combination of influence strategies, and people who are perceived as having greater power and influence typically are those who use a wider variety of tactics. Exhibit the **SEVEN (7)** interpersonal influence tactics for leaders with brief description for each tactic. (14 marks)

c) What **THREE (3)** factors combine to create the situation in Fiedler's Leadership Contingency Theory? Affirm these factors. (3 marks)

(Total: 20 marks)

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QUESTION 5

a) Human resource management (HRM) is the strategic approach to the effective management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives. Describe the **THREE (3)** primary goals of human resource management (HRM)? (6 marks)

b) Name and briefly describe any **TWO (2)** approaches to training and development. (4 marks)

c) Most of us have heard the saying that "actions speak louder than words". Indeed, we communicate without words all the time, whether we realize it or not. These are messages sent through human actions and behavior. Identify and express the **FIVE (5)** types of nonverbal communication that normally work hand in hand with our verbal communication. (10 marks)

(Total: 20 marks)

End of Paper